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STATEMENT OF QUALIFICATIONS

Over 33 years of successful and progressive Construction/Contract and Project Management experience in the delivery of complex major and minor public work projects for the State of California, Department of Transportation(Caltrans), Parsons Corporation and the San Bernardino Association Of Government(SANBAG)

September 2016 to Present: Area Manager / Senior Project Manager for Los Angeles and Inland Empire, Caltrop Corporation.

Duties:

- Work closely with Caltrop CM staff on various CM pursuits within the LA, Orange, San Bernardino and Riverside Counties
- Assist in writing proposals, developing winning strategies and sub-consultants assessment and selection to fit the requirement of the RFP and provide the best team to the client. Critiquing proposals, incorporating lessons learned, prepare for interviews by practicing questions and answers' sessions, sharing lessons learned from previous interviews with the proposed team.
- Meet with potential clients from local Cities, Counties and Caltrans and established professional relationships and clear understanding of Caltrop CM skill, experience, background and availability of staff to provide the necessary CM services.
- Work closely with other area manager and the business development team and entertained their input and lessons learned in positioning to win pursuits
- Provide expert opinion in the field of Construction Management to other Caltrop Project Managers in pursuit to win sales.

July 2013 to September 2016(3 years)-Principal Construction / Contract Manager, Parsons Corporation

Client: San Bernardino Association Of Government(SANBAG), Parson's Program/Project management Contract and Other Specialty services:

DUTIES: As a Construction/Contract Manager representing the San Bernardino Association of Government (SANBAG) on three(3) Construction contracts and three(3) on-call Consultant Contracts for Tippecanoe/I-10 interchange projects phase I & II in the cities of San Bernardino and Loma Linda: Hunts Lane Grade Separation project in the cities of Loma Linda, Colton and San Bernardino. The construction contracts include freeway, ramp, and bridge widening; grade separation for underpasses and overpasses; mechanically stabilized earth (MSE) walls ; Major utility relocations and new utility corridors; Sound walls and retaining walls; and new loop ramps.

During the Design phase.

- Performed Constructability Review of upcoming construction contracts within the SANBAG program and ensure all comments have been discussed with designers and experts in the related field before they are approved to be incorporated in project plans and specifications.
- Participated in PDT meetings and performed value analysis of various alternatives.
- Wrote various CM Task orders before and after construction phase.
- Provided and assembled documentations to Caltrans of Consultant staffing cost and secure “ Letter of Conformance” before federal funds are allowed to be spent
- Coordinated with Caltrans designers, Cities, County and UPRR personnel in the review and approval of contract plans and specifications
- Reviewed final bids package before advertisement
- Responded to Bidder questions in relation to Construction
- Reviewed and analyzed lowest bidder proposed cost of contract items in comparison to Engineer’s estimate and identify major deficiency before contract is awarded.

During the Construction Phase

- Oversee three on-call CM contracts consisted of three (3) Resident Engineers and 24 support staff, responsible for Contract Administrations and ensuring compliance with contract plans and specifications in three (3) Field Construction Offices
- Reviewed Monthly CM support cost and billings, and recommended approval and reimbursement
- Reviewed and approved CM staffing requests and projected cost for the duration of the contract, recommended revisions when needed to stay within CM allocated budget.
- Assisted RE in the preparation and agenda for the Pre-Construction meeting with selected Contractor staff and other project partners to establish a clear line of communications and jump start

on any hot items and their action plans, Identify major submittals by Contractor before allowed to start the construction phase

- As a qualified QSP/QSD, reviewed Contractor SWPPP submittal and its conformance with the Construction general permit and ensured field implementations and compliance, processed SWPPP amendments when needed and responded to Regional Board inspections issues, Requested NOI and NOT from the regional Board.
- Assisted in the preparation and approval of the SIQMP, worked closely with the SMR to ensure implementations, quality control and assurance of all materials, materials certifications.
- Performed Field Safety Reviews of project sites on a regular basis to ensure compliance with local safety orders and CAL-OSHA and recommended safety enhancements during the construction phase.
- Coordinated and worked closely with Utilities companies such as SCE, the Gas Company, Cable companies, local water and sanitation districts, local electrical before and during construction to relocate services underground or aboveground and minimized impact to on-going operations when schedule was not adhered to.
- Worked closely with UPRR field and planning engineering staff to ensure compliance with the UPRR's right of entry contract stipulations and cooperative agreements during construction, ensure compliance with all UPRR safety standards while working within the R/R right of way.
- Reviewed and wrote Contract Change Orders (CCOs) and recommended approval to SANBAG. Performed Independent Cost Estimate (ICE) and ensure added cost stay within contract contingency.
- Recommended down scoping of a project in order to stay within allotment.
- Reviewed Monthly Contractor estimates and recommended approval and reimbursement.
- Assist Resident Engineers in reviewing and responding to Contractor Baseline schedule, monthly updates and Time Impact Analysis (TIA).
- Assist Resident Engineers in reviewing, analyzing and responding to Contractor claims,
- Resolute claims through the process of partnering or Dispute review Boards (DRB). Reviewed and wrote Position papers on major claims to the DRB, Made formal presentations in front of the DRB to defend client's position and participated in arbitration or litigations to resolve claims.

- Performed quarterly audits of RE project files for all of SANBAG construction projects and established the SANBAG project files checklists in conformance with the Caltrans Local Assistance manual to ensure compliance with State and federal requirements.
- Ensured project close-out documentations, transfer of utility services, relief of maintenance from project partners and final As-built transfer.

Special Assignment: Construction Manager on an Alternative Fuel (CNG&LNG) project for the Air Quality Management branch in SANBAG in the City of Orange and Fontana Under a Grant from the Department of Energy (DOE), California Energy Commission (CEC), and Ryder Inc for a total cost of 40 million dollars.

- Resolved construction issues arising from the construction of the two special projects and the procurement of two hundred (200) alternative fuel trucks
- Provide monthly updates to DOE and CEC of construction progress and status of equipment bought under the Grant.
- Ensured compliance with the Grant requirements and established Federal and State mandatory reporting.
- Assist in the final report reporting to DOE and CEC for public information.

July 2012-July 2013 (1 year) Principal Construction/Project Manager, Parsons Corporation, Construction Management team, CM pursuits:

- Worked closely with Parsons CM staff on various CM pursuits within the LA, Orange, San Bernardino and Riverside Counties
- Assist in writing proposals, developing winning strategies and sub-consultants assessment and selection to fit the requirement of the RFP and provide the best team to the client. Critiquing proposals, incorporating lessons learned, prepare for interviews by practicing questions and answers' sessions, sharing lessons learned from previous interviews with the proposed team.
- Met with potential clients from local Cities, Counties and Caltrans and established professional relationships and clear understanding of Parsons' CM skill, experience, background and availability of staff to provide the necessary CM services.
- Worked closely with Parsons' business development team and entertained their input and lessons learned in positioning to win pursuits

- Provided expert opinion in the field of Construction Management to other Parsons' Project Managers in pursuit to win sales.
- Assisted the CM lead in assessing which SOQ to pursue and why Parsons had a very high chance to win it.

April 1, 2005 to August 1, 2012(7 years)-Chief of Construction field, south/west Los Angeles and Ventura counties, Division of Construction, Department of Transportation, District 7

Duties: Responsible for planning, organizing, and directing of activities of nine(9) field construction offices in administering close to 800 million dollars of on-going construction contracts and their delivery to the traveling public on time and within budget. Directly in-charge of the supervision of nine (9) construction engineers and indirect supervision of ninety eight (98) engineers which includes forty eight (48) consultants. Duties include but not limited to:

- Reviews and approves multitude of Contract Change Orders(CCO) and Construction Incentive Proposal(CRIP) submitted by various contractors
- Ensures that construction staffs are in compliance with all policies and regulation while performing their duties.
- Assists field staffs in resolving construction contracts related issues, disputes and claims with contractors.
- Assists field staffs in preparing their presentations to disputes review boards or to board of review hearings.
- Provides and secures the necessary training to field staffs to perform their duties starting from field office engineers, field inspectors, resident engineers and senior construction engineers.
- Assists the field construction engineers in resolving personnel and disciplinary issues and give them guidance when needed.
- Works closely with area managers from the Division of program/project management to secure the necessary resources and resolve any disputes which may arise between project managers and field construction engineers (COS, maintenance and planning programs).
- Responsible for timely, efficient delivery and completion of construction projects within the previously identified delivery dates.
- Resolves politically sensitive construction issues.
- Assists in securing leases for resident engineer's office when needed.
- Assists the legal division in depositions, expert witness and securing the necessary documents for litigation purposes.
- Lead the partnering efforts with internal and external customers including private citizens, community groups, local, state and federal agencies, regional transportation planning agencies, and elected and appointed officials.
- Recommends revisions to policies and procedures that will improve the quality, efficiencies in the overall contract administration and project delivery process in the division of construction

- Resolves claims through Disputes Review Boards (DRB), facilitated disputes resolution or other partnering techniques.
- Represents Caltrans D7 as a board of review member in other CT Districts board of review hearing to resolve construction claims.
- Represents construction division as a Resources allocation committee member for 10 years. Recommends solutions and action plan to various issues such as operating expense allocations and adjustments: hiring new engineers; employees transfer plan caused by workload shifts and other issues within the district.
- Active panel member for the last 10 years for recruitment and selection of on-call consultant contracts for the Division of Construction.
- Task manager for three (3) existing on-call consultant contracts for LA and Ventura counties.
- Reviews and conducts analysis of “RFPs” and “SOQs” in preparation for consultant short lists and interviews of on-call contracts.

June 1, 1997 to April 1, 2005(8 years) - Chief of Construction, Engineering Management, Division of Construction, Department of Transportation, District 7

Duties: Responsible for planning, organizing and directing of activities for all administrative and support construction units and district material laboratory within the Division of Construction. Duties included but not limited to:

- Supervision and oversight of the contract change order desk (CCO) to support the administration of 1.2 billion dollars of on construction contracts,
- Supervision and oversight of the constructability review unit to support the Design Division in constructability issue through lessons learned and special expertise before contracts are ready to list.
- Establishment, supervision and oversight of the critical path method unit (CPM) to support all the field contract administration scheduling issues and assistance.
- Supervision and oversight of the interim-regional material laboratory to support all construction contracts with materials testing needs, mixed design, plant inspection and independent assurance testing.
- Supervision and oversight of all the administrative functions within the division of construction such as monthly payment estimates to contractors, labor compliance, personnel issues, hiring and recruitments, construction fleet, public inquiries and other office duties.
- Supervision and oversight of the safety and traffic advisors unit to support all construction contracts on the jobs and in field offices and to ensure safety policies and adherence.
- Supervision and oversight of the claim resolution unit to support all claims resolution processes such; dispute review boards, board of reviews, district determination letters and claim reports.
- Establishment, supervision and oversight of the storm water pollution prevention plan unit (SWPPP) to support all construction contracts in reviewing and approving SWPP plans, monitor field operation to ensure compliance with specifications, general permit and regulatory agencies, keep management informed of SWPPP violation and recommendation of plan of actions.

June 1, 1994 to June 1, 1997(3 years) - Senior Construction Engineer, I-105 freeway projects, Division of Construction, Department of Transportation, District 7

Duties: Supervised, organized and planned the activities of a field construction office comprised of about twenty (20) engineering staff and office engineers involved in administering construction contracts. Duties included but not limited to:

- Supervised the administration of about twenty(20) on-going construction contracts on the I-105 corridor.
- Supervised four (4) resident engineers responsible for the daily contract administration of contracts ranging from one(1) million dollars to one hundred(100) million dollars in construction cost.
- Reviewed and approved CCO's, correspondences to contractors
- Assisted Resident Engineers in their daily work and took a very proactive approach to resolute disputes at the field level
- Represented the division of construction in making presentations to disputes review boards (DRB).
- Facilitated dispute resolution through partnering and people skills with multiple contractors.
- Kept the public and management informed of all construction activities that may have a major impact to the motoring public.
- Responded quickly to management inquiries and requests.
- Worked closely with management and consultants to secure resources needed for the administration of all construction contracts.
- Represented the state in hiring consultants and out of state recruitment for the district.
- Conducted lectures on claim resolution techniques and how to resolute claims with contractors.

January 1, 1991 to June 1, 1994(4 years), Resident Engineer, I-105 corridor, Division of Construction, Department of Transportation, District 7

Duties: Administered various construction contracts along the I-105 corridor ranging from minor to major contracts.

- Supervised fourteen (14) inspectors responsible for achieving contractor's compliance with contract's plans and specifications.
- Resolved issues as they arise during the construction phase.
- Wrote CCO's, correspondences, reports and presentations.
- Worked closely with contractors to resolute claims and disputes.
- Monitored project funding and expenditures to stay within budget
- Assisted in presentations to disputes review boards (DRB).
- Worked closely with contractors to maintain a safe worksite at all time during construction.

- Kept upper management informed of all outstanding project issues and request help when needed.

June 1, 1983 to January 1, 1991(7 years), Assistant Resident Engineer, Division of Construction, Department of Transportation, District 7

Duties: Performed daily inspections of various activities and items of work on all phases of construction to achieve contract compliance.

- Performed quantity calculations to compensate contractors for work done.
- Reviewed and assessed traffic handling plans to enhance safety before closures.
- Assisted the resident engineer in drafting CCO's and correspondence to respond to contractor's letters
- Provided the necessary documentations and justification to the resident engineer for disputes resolution of claims.
- Worked efficiently and with flexibility at night and weekend on various routes within the district.

References:

Ray Wolf: SANBAG executive Director

Garry Cohoe: SANBAG Director of Operations

Mike Barnum: SANBAG Construction Manager